



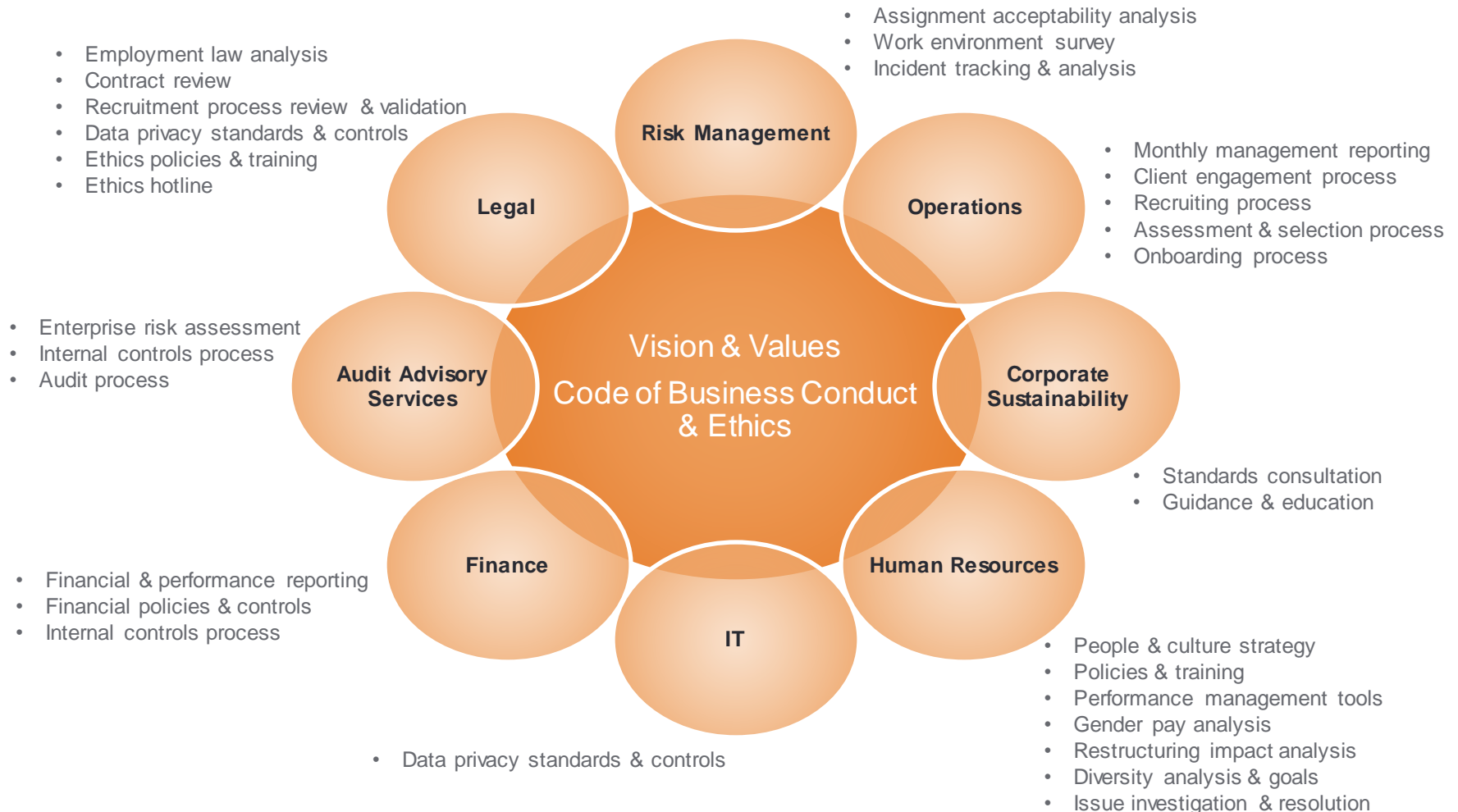
Human Rights Due Diligence Framework



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Responsibility for human rights due diligence is embedded throughout our organization



Human Rights Impact Assessment

Business Activity: Recruitment & Selection

Potential Risks	Impacted Stakeholder(s)	Vulnerable Group(s)	Prevention & Mitigation
Discrimination	Candidates	<ul style="list-style-type: none">• Women• Ethnic & religious minorities• People with disabilities• Veterans• LGBTQ• Etc.	<ul style="list-style-type: none">• Understanding and adhering to laws and best practices for working with individuals from vulnerable groups• Clearly defined job descriptions• System/process for dealing with discriminatory requests from clients• Formalized recruitment process• Training recruiters & hiring managers on non-discrimination & diversity• Review & validation of recruitment procedure by Legal• Guidelines for job adverts• Use of capabilities-based assessments• Certification on employment industry group standards (select countries)• Tools & procedures for reporting & resolving concerns
Privacy	Candidates	N/A	<ul style="list-style-type: none">• Training of all employees on privacy policy and guidelines• Robust IT controls

Human Rights Impact Assessment

Business Activity: Employment (including compensation and advancement)

Potential Risks	Impacted Stakeholder(s)	Vulnerable Group(s)	Prevention & Mitigation
Discrimination	Internal staff	<ul style="list-style-type: none">• Women• Ethnic & religious minorities• People with disabilities• Veterans• LGBTQ• Etc.	<ul style="list-style-type: none">• Training for all staff on diversity & respectful working environment• Accommodation for disabilities• Support and accommodations for staff with familial responsibilities• Formal compensation strategy (banding & pay range by role)• Periodic compensation analysis• Standardized performance review tools & process• Layoff impact analysis
Working conditions	Associates placed on assignment	N/A	<ul style="list-style-type: none">• Assignment acceptability review• Work environment survey• Ensuring fair wages• Tools & procedures for reporting & resolving concerns• Incident analysis & trending
Privacy	<ul style="list-style-type: none">• Internal staff• Associates placed on assignment	N/A	<ul style="list-style-type: none">• Training of all employees on privacy policy and guidelines• Robust IT controls